

YOUR ULTIMATE

Recruitment Toolkit

T A B L E O F **Contents**

- Introduction
- Getting Started
- Attracting Applicants
- Candidate Screening
For Success
- Interviewing
- Making and Offer
of Employment
- Thank you





Dear Hiring Managers and SME Business Owners,

Welcome to your comprehensive Recruitment Toolkit, thoughtfully crafted by Kerry and Emma. We understand that navigating the recruitment process can be challenging, especially in today's competitive landscape. This toolkit is designed with you in mind, providing the essential resources, templates, and guidance to streamline your hiring process.

Our goal is to empower you to attract, evaluate, and secure the best talent for your team while ensuring a professional and productive experience for both you and your candidates. Whether you're a seasoned hiring manager or new to the recruitment process, our toolkit will equip you with the tools necessary to make informed decisions and build a strong workforce.

Thank you for trusting us to support you in this vital aspect of your business. Together, let's create a hiring process that not only meets your needs but also reflects the values and culture of your organization.

Kerry and Emma

Kerry Bonfiglio-Bains - **Founder**
Emma Bonfiglio - **Managing Director**

If you need assistance at any time during your recruitment process please get in touch.

01782 338787

appointments.
Recruitment. It's in our DNA

Getting Started

MAKE YOUR RECRUITMENT STRATEGY THE RIGHT ONE
REDUCE TURNOVER BY 28% AND DOUBLE YOUR
CHANCES OF HITTING PERFORMANCE GOALS.

> Phase 1 Consider Timescales and Budgets

Recruitment is a time-consuming and resource-intensive process that, without careful planning, can quickly become overwhelming.

Let's break down the key considerations.

Timescales:

- **Initial Planning:** Crafting job descriptions, setting up the hiring process, and defining key milestones can take up to **1 week**.
- **Advertising & Sourcing:** Depending on the role, allow **2-4 weeks** to receive applications and proactively source candidates. For high-demand roles, this may take even longer.
- **Interviewing:** Interview scheduling can easily stretch across **1-2 weeks**, including screening, face-to-face interviews, and assessments.
- **Decision Making:** Evaluating candidates, gathering feedback, and finalizing offers can take **1 week** or more.

In total, a typical recruitment process can take **4-8 weeks**, but this varies based on the role and industry. Without a streamlined approach, this timeline can extend to **8-12 weeks** or longer, leaving critical roles unfilled and putting a strain on your team.

The Pain Points of Extended Timescales:

Lost Productivity: Vacant positions lead to lower productivity, forcing current staff to pick up the slack. This can result in burnout, declining performance, and missed opportunities.

Losing Top Candidates: The longer your hiring process, the greater the risk of losing high-caliber candidates to faster-moving competitors, forcing you to restart the process from scratch.

Budgeting:

Advertising Costs: Job boards, social media ads, and recruitment platforms can quickly add up, particularly if the role is advertised for an extended period.

Internal Resource Costs: Time spent by HR teams, hiring managers, and team leads reviewing CVs, interviewing candidates, and coordinating logistics is often overlooked. This "hidden" cost pulls key staff away from their primary responsibilities.

The Pain Points of DIY Recruitment Costs:

High Cost of Bad Hires: A bad hire can cost your business up to **£30,000**, including wasted training, lost productivity, and potential revenue impact.

Time is Money: Hours spent on recruitment tasks by your internal teams lead to inefficiencies in other parts of the business. If recruitment drags on, it becomes a bigger drain on company resources.

Potential for Costly Mistakes: Without expertise in candidate screening and hiring, you risk missing out on the best talent or making costly hiring mistakes, resulting in high turnover and wasted resources.

DID YOU KNOW?

A bad hire can cost a company between 25% to 200% of the employee's salary, depending on the role and level of the position.

This includes direct costs (recruitment, onboarding, and training) as well as indirect costs.

On average, it takes 28 weeks for a new hire to become fully productive in their role.

76% of HR professionals cite that poor recruitment decisions directly contribute to employee turnover.

> Phase 2 - Refine The Process

Reviewing and Refining the Recruitment Process for Greater Efficiency

An efficient recruitment process is crucial to attracting and securing top talent without wasting valuable time and resources.

Map Out the Current Process

Start by documenting every step of your current recruitment process. This includes everything from writing job descriptions to onboarding new hires. Identify key milestones, such as when job ads go live, the screening phase, interviews, and the final offer. Mapping it out visually helps you see where bottlenecks or delays might occur.

Analyze Time-to-Hire Metrics

Track the average time it takes to fill positions. Break this down into each stage -how long does it take to gather applications, conduct interviews, and make an offer?

If certain stages consistently take too long, such as interviews being delayed or offers being slow to finalize, these are areas to focus on.

Audit Your Job Descriptions

Poorly written job descriptions can attract the wrong candidates, leading to wasted time on unsuitable applicants. Ensure your job descriptions clearly outline the responsibilities, skills, and qualifications required. They should be concise but detailed enough to filter out unqualified candidates early.

Streamline Your Screening Process

Automate CV Screening:

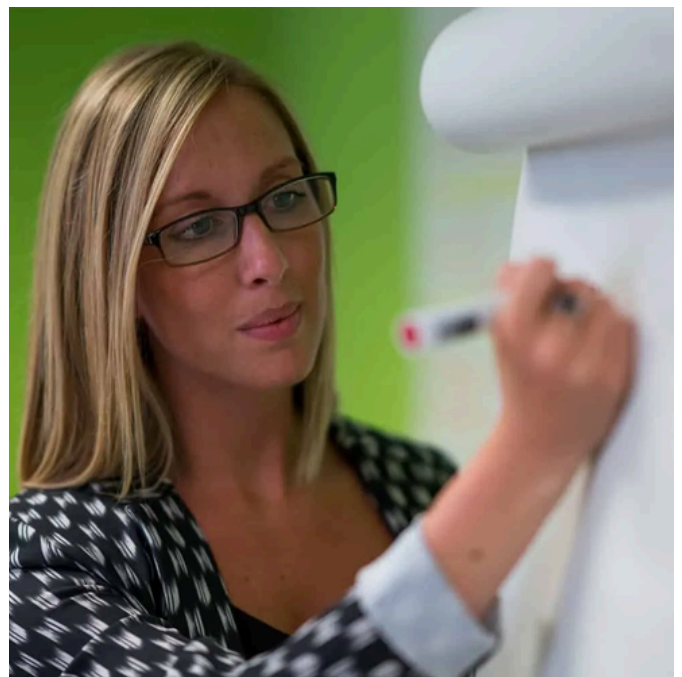
Use software or tools to sift through CVs based on specific criteria, such as required qualifications or experience, reducing the manual workload.

Implement Pre-screening Questions:

Including qualifying questions within the application process can help eliminate candidates who don't meet essential requirements early on.

Use Testing:

For roles that require specific skills, consider pre-employment testing to further narrow down the candidate pool.



Optimise Interview Scheduling

Interview coordination can often be a major bottleneck in the recruitment process. Use scheduling tools to streamline availability and minimize delays. If possible, consolidate first-round interviews into a single day to speed up the process, and consider virtual interviews to save time on travel and logistics.

Keep the Candidate Experience in Focus

An efficient recruitment process is not just about speed—it's about keeping candidates engaged and informed throughout. Poor communication can cause top candidates to lose interest. Use automated email updates to keep applicants in the loop, and ensure timely responses at every stage.

Review Sourcing Channels

Are you using the right job boards, platforms, and networks to find candidates? Review the performance of your sourcing channels. If a particular platform isn't yielding quality candidates, it may be time to shift your focus or try alternative options, such as recruitment agencies or industry-specific platforms.

Collect Feedback from Candidates and Hiring Managers

To identify areas for improvement, gather feedback from both candidates and hiring managers. Candidates can provide insight into their experience, while hiring managers can highlight any internal inefficiencies or frustrations they face when filling roles.

Implement Data-Driven Decision Making

Use recruitment analytics to make informed decisions about where to refine your process.

Key metrics such as **cost-per-hire**, **time-to-hire**, and **candidate quality** should guide your changes.

Regularly review these metrics and adjust your approach to improve efficiency.

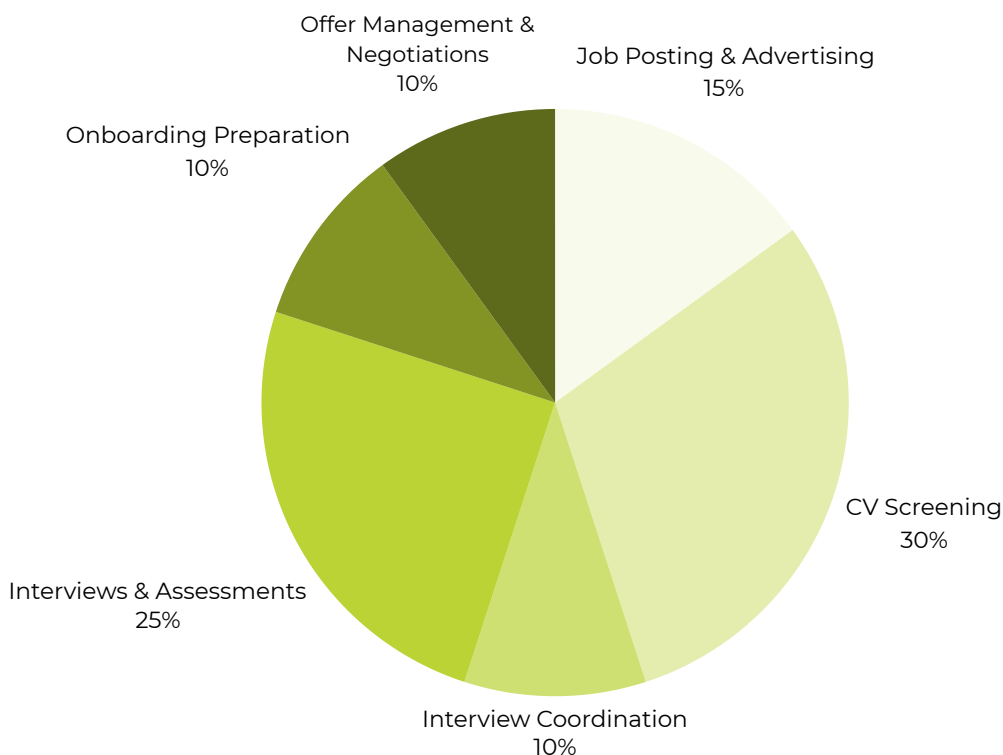
Don't forget the legalities

Recruitment can be an exciting phase for any growing business, but it's crucial to stay on top of legal requirements to avoid costly mistakes.

Ensure that your job adverts comply with the Equality Act 2010 by avoiding any language that could be seen as discriminatory.

Make sure you're conducting right-to-work checks for every candidate to comply with immigration laws, and handle all candidate data in line with GDPR regulations. Ignoring these legal obligations can result in hefty fines, tribunal claims, or reputational damage. A legally sound recruitment process not only protects your business but also fosters a fair and transparent environment for attracting top talent.

THE RECRUITMENT PROCESS EFFICIENCY BREAKDOWN



Job Posting & Advertising: 15%

This includes the time spent drafting and posting job descriptions across various platforms and managing responses.

CV Screening: 30%

Sifting through applications and resumes to find qualified candidates can take up the largest chunk of the recruitment timeline, especially for high-volume roles.

Interview Coordination: 10%

Coordinating interview schedules between candidates and internal stakeholders often involves back-and-forth communication that eats into time.

Interviews & Assessments: 25%

From conducting first-stage interviews to any necessary assessments or testing, this stage requires a significant investment in time, especially for complex roles.

Onboarding Preparation: 10%

Once a candidate accepts an offer, preparation for onboarding (paperwork, preparing the workspace, and first-day logistics) can be a drawn-out process.

Offer Management & Negotiations: 10%

Extending offers, negotiating salary and benefits, and handling the final stages of securing a candidate can also take considerable time, particularly for senior positions.

Phase 3 - Compile Your Job Description and Person Specification

Once you have established that there is a specific need, the next stage is to update the current Job Description/Role Profile and/or produce a new one if necessary.

You need as much data as possible to put together a job description, consider employees in the post already, benchmark their skills for the ideal candidate.

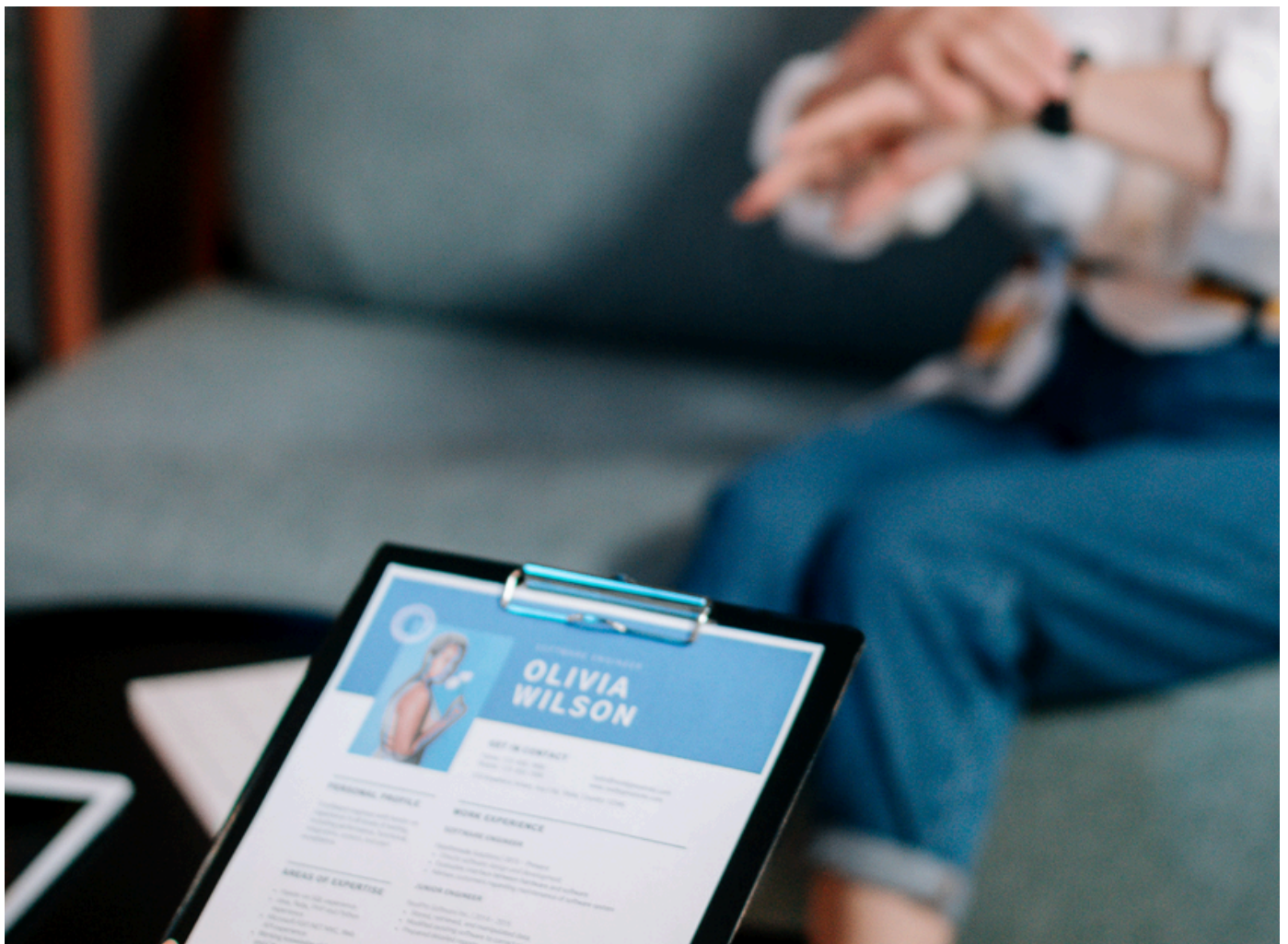
- **Job title** The job title should communicate the function and status of the job.
- **Reporting line** The person to whom the individual will be reporting.
- **Job purpose** A simple statement to identify clearly the objective of the job.
- **Qualifications** academic/vocational/professional. Outline the minimum requirement for the jobholder and what is ideal.
- **Work Experience.** The amount of experience in a specific environment at a specific level. • Knowledge Specific background/essential knowledge needed to do the job i.e. working practices. •
- **Skills and abilities** required that are specific to the role i.e. numerical, verbal, communication skills. We recommended identifying a minimum level of skill and also a maximum level of skill to indicate development.
- **Personality/Motivation.** What motivates the candidate, for example if the role has limited contact with others would the role suit someone who enjoys working with people.
- **Circumstances availability/mobility** i.e. is the candidate able to work the hours required, or can they travel to the work location.
- **Competencies/behaviours.** A description of which core competencies are required for the job
- **The essential criteria** What skills, experience, attributes must the candidates have to undertake the job. Candidates who don't have the essential criteria should be rejected at application stage.
- **The desirable criteria** What other abilities, attributes, further experience, would make a candidate more desirable for the position. While the desirable criteria are not essential, they may enhance the quality of the candidate and this may be useful if you have a number of good candidates. You should ensure that candidates meet the benchmark in the competency based assessment when you shortlist, and that you can evidence objective recruitment decisions have been made.
- **Salary** Don't forget to decide what salary will apply to the role.



Is the Job Description and Person Specification Non-Discriminatory?

Employers must ensure that recruitment and selection processes are free from unlawful discrimination based on sex, race, disability, age, sexual orientation, and religion or belief. The Equality and Human Rights Commission provides guidelines to help maintain legal compliance.

When crafting job titles, avoid terms that suggest bias, such as "office junior," which may imply age discrimination. Be cautious not to overstate requirements; for instance, if only a vocational qualification is needed, do not specify a UK degree unless justified. Requiring a UK qualification can lead to indirect discrimination if equivalent foreign qualifications are overlooked.



Attracting Applicants



> Employer Brand

Your employer brand is your company's reputation as a place to work. It's what potential employees think about your culture, values, and how you treat your team. A strong employer brand not only helps attract top talent but also improves employee retention and engagement. In today's competitive job market, standing out as an employer of choice can give your business the edge it needs to secure high-quality candidates and foster a loyal workforce.

Investing in your employer brand is crucial for several reasons:

- **Attracting the Right Talent:** The best candidates are drawn to companies with a positive reputation and strong values.
- **Reducing Hiring Costs:** With a strong employer brand, candidates seek you out, reducing the need for extensive advertising and recruitment spending.
- **Improving Retention:** Employees who feel connected to a company's mission and values are more likely to stay, reducing turnover costs.

> **How to improve your employer brand**

1. Define Your Company Values and Culture

Clearly communicate your values and culture in job descriptions and on your website to attract like-minded candidates.

2. Offer Competitive Compensation and Benefits

Provide competitive salary packages and additional benefits like health insurance, flexible working, and career development opportunities.

3. Improve Employee Experience

Create a supportive environment that focuses on work-life balance, recognition, and opportunities for growth.

4. Showcase Employee Stories and Testimonials

Share employee testimonials and "Day in the Life" stories to give candidates a real sense of your workplace.

5. Strengthen Your Online Presence

Maintain an active and professional presence on your website and social media to showcase your company culture and job openings.





> Advertising

Any form of advertisement, radio, job boards or any other type of media, is subject to the Equalities Act 2010. Ensure that all adverts comply with the statutory requirements.

When advertising it's important to ensure that all discrimination rules are complied with each time the advertisement appears.

A **good** job advertisement should:

- Be **concise** but give enough information so candidates can decide whether to apply, e.g. give the location and pay range.
- Clearly state the **skills and experience** needed based on your person specification and job description.
- Be **attractively designed** and laid out clearly.
- **Non-discriminatory.**
- Explain how the applicants should **respond** to the advertisement, e.g. by sending a CV or completing an application form.
- Include a **deadline** for responses.

You can choose from a variety of media channels to advertise your position. Consider which option is best for your business and which will gain the best results. It is important that you make it clear how you want candidates to respond to your advertisement, this should be easy for them to apply and easy for you to collate.

For more information on advertising check out our advertising guide here



> Careers Pages

Well-designed career page is essential for showcasing your employer brand and attracting top talent. It serves as the first impression potential candidates have of your company, offering insights into your culture, values, and available opportunities.

By investing in an engaging career page, you not only streamline your recruitment efforts but also enhance your company's reputation as an employer of choice, ultimately leading to higher quality applications and improved candidate experience. If you do not have the budget for a careers page ask us about our Retained package where we design and manage your Careers Page for you.

> Partnerships

Building a solid partnership with a recruitment consultancy can significantly enhance your hiring process. A strong agency relationship provides access to a wider talent pool, industry insights, and expert guidance tailored to your specific needs. A consultancy acts as an extension of your team, understanding your company culture and values, which leads to more effective candidate placements.

By fostering open communication and collaboration, you can streamline recruitment efforts and reduce time-to-hire, ultimately ensuring that you secure the best talent for your organization.

> 3 Key Questions to Ask When Choosing an Agency



What is your specialization? Ensure the agency has experience in your industry or the specific roles you need to fill. Their expertise will help them understand the nuances of your business and find the right candidates faster.



What is your recruitment process? Inquire about their approach to sourcing, screening, and selecting candidates. A well-defined process indicates professionalism and efficiency, helping you gauge how effectively they will represent your brand.



Can you provide client references or case studies? Request examples of successful placements in similar roles or industries. Testimonials from previous clients can give you valuable insights into the agency's effectiveness and reliability.

> 3 Things Not to Do When Using a Recruitment Agency



Neglect Communication: Failing to maintain regular communication with your agency can lead to misunderstandings and misalignment. Keep an open line to provide feedback and updates, ensuring that the agency understands your evolving needs.



Avoid Providing Clear Job Specifications: Vague or incomplete job descriptions can result in unsuitable candidates. Take the time to outline clear expectations, required skills, and cultural fit to help the agency find the best matches.



Micromanage the Process: While it's important to stay involved, overbearing oversight can hinder the agency's effectiveness. Trust their expertise and give them the autonomy to manage the recruitment process while staying updated on progress.

Candidate Screening For Success

Effective candidate screening is crucial to finding the right fit for your organization. By refining your approach, you can enhance the quality of hires and reduce turnover. Here are some key strategies to ensure your screening process leads to successful outcomes.

➤ **Focus on Core Competencies**

When screening candidates, prioritize core competencies over specific experiences. Identify the skills and attributes that are essential for success in the role and evaluate candidates against these criteria. This approach allows you to focus on the potential of candidates rather than just their past roles. A candidate's ability to adapt, learn, and contribute to your organization can often outweigh their previous job titles.

➤ **Mitigate Unconscious Bias**

Unconscious bias can creep into the screening process and impact hiring decisions. To mitigate this, implement structured interviews and standardized evaluation criteria. Use a diverse panel of interviewers to bring various perspectives to the table, helping to ensure a fair assessment of all candidates. Additionally, consider using blind recruitment techniques where identifying information is removed from applications, allowing you to focus solely on skills and competencies.

➤ **Look Beyond Experiences**

While previous experiences can provide valuable insights, they shouldn't be the sole focus of your screening process. Many exceptional candidates may come from non-traditional backgrounds or industries. Assess soft skills, cultural fit, and the ability to learn quickly. Look for transferable skills that align with your organization's values and goals. This broader perspective can lead to discovering hidden talent that may have been overlooked.

➤ **Spot Red Flags Early**

Identifying red flags during the screening process can save your organization time and resources in the long run. Look out for inconsistencies in resumes, vague responses during interviews, or a lack of enthusiasm for the role. Pay attention to how candidates discuss previous experiences—candidates who speak negatively about former employers or colleagues may not fit well with your company culture. Early detection of potential issues allows you to make informed decisions and avoid costly hiring mistakes.

➤ **Benchmark the candidates against the job description** and person specification, it will ensure that your selection is consistent for each application.

Following the initial screening it is a good idea to initially complete a telephone screen. The phone screen saves managerial time and eliminates unlikely candidates. We recommend developing customised phone screen questions for each position. You need to ask enough questions during the telephone screening to determine if the applicant is a viable candidate.

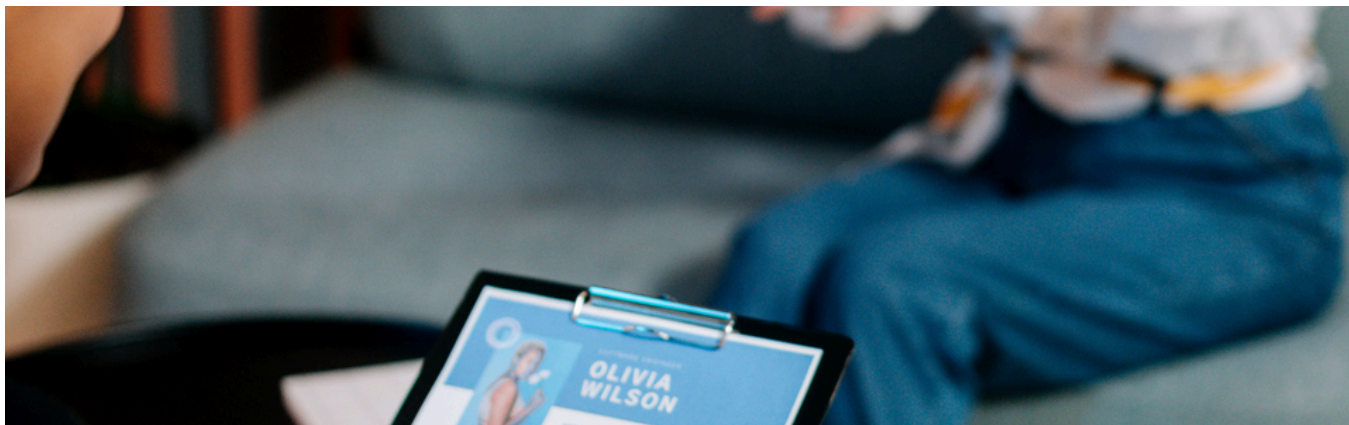
Remember, you have already screened many cv's to come up with your short list of applicants eligible for a telephone screen. Applicants you telephone screen should be your best prospects at this point in your recruitment process.

➤ **Best practice for short-listing:**

- Use the same staff members to undertake this part of the process.
- Consider using a 2 step process, send out screening questions and arrange a telephone interview.



Interviewing



> Interview Guidance

Interviews are a valuable part of your selection process and it is important to be prepared and create a good impression. Interviews could involve a first and second stage, or may simply consist of one interview alone.

The choice of format will generally depend on the nature of the job and the processes followed by your business. When you are interviewing have a copy of the following to hand:

- A copy of the job description and person specification.
- The candidates' application forms.
- Information about your organisation, to answer any candidate questions.

> Practical arrangements for interview

When you make the interview arrangements, be as flexible as possible so you can accommodate the widest range of applicants. This is particularly important when it comes to disabled applicants who may need assistance.

Ensure that you have taken all reasonable steps to allow the candidate to get to you, for example notify the candidate if you are on the first floor. Plan to make alternative arrangements if necessary.

Employers should always ask whether any adjustments are necessary and indicate that there is flexibility available in the letter inviting an individual to interview.

It's a good idea to prepare a list of questions beforehand to use during the interview to help you assess the different requirements of the job. This will make sure the interview experience is consistent for each candidate.

Make notes during the interviews so that you can recall each candidate's answers.

Completing a candidate evaluation form at the end of each interview and marking each questions answers will help you assess candidates objectively after you have completed all your interviews.

> Interview questions to avoid

It is essential questions you use during an interview do not include any type of discrimination.

Also, there are restrictions on questions that may be asked about disability or health. You must only ask health or disability related questions that are relevant to establishing the person's ability to carry out functions that are essential to the job.

For example, if telephone work is a significant and essential element of the job, you can ask whether the candidate has an impairment that affects their ability to use the telephone. No questions should be asked about whether the individual intends to have a family, in the future. If the Information is volunteered, then this should not form part of the decision making process.

Illegal interview questions include any interview questions that delve into information about any of the protected characteristics covered by the equality act.

There are **nine** protected characteristics in total:

■ Age	■ Marriage and civil partnership	■ Religion or belief
■ Disability	■ Pregnancy and maternity	■ Sex
■ Gender reassignment	■ Race	■ Sexual orientation

Here are examples of interview questions you should avoid in interviews because they may be alleged to show illegal bias:

- Do you have a visual, speech, or hearing disability?
- Are you planning to have a family? When?
- How many days of work did you miss last year due to illness?
- Would you have a problem working with a female partner?
- Where did you grow up?
- Do you have children? How old are they?
- What year did you graduate from high school? - This question would reveal the age of a candidate.

> Making a Lasting Impression

In today's candidate-driven market, interviews are a two-way street. While you're assessing whether a candidate is the right fit for your organisation, they're also evaluating whether your company is the place they want to work.

That's why it's crucial to approach every interview as an opportunity to showcase your brand and make a positive impression.

> Timeliness and Organisation

Being on time for an interview is a small but powerful gesture that demonstrates respect for the candidate's time. It sets the tone for professionalism and reliability. Additionally, ensure that you have a designated space for the interview that is quiet, comfortable, and free from distractions. This shows that you value the process and have taken the time to prepare properly.

> Engagement and Communication

Remember, the interview isn't just about grilling the candidate with questions. It's a conversation. Engage with them, listen carefully, and provide clear information about the role and the company. Make them feel valued and appreciated, regardless of the outcome of the interview.

In essence, treat the interview as you would any important business meeting—with preparation, professionalism, and a clear focus on presenting your company in the best possible light.

By doing so, you not only increase your chances of finding the right talent but also reinforce your brand's reputation in a competitive market.



> Prepare Customised and Informed Questions Using Different Interview Styles

When conducting interviews, it's essential to understand that there are several different **styles of interviewing**, each designed to assess candidates in varying ways. These styles can range from traditional one-on-one interviews to more structured competency-based or panel interviews. Each approach has its benefits, but it's crucial to ensure we're using them effectively to gather objective insights about the candidate.

A key factor in any interview process is being mindful of the potential for **unconscious bias**. As humans, we may unknowingly form opinions based on preconceived notions, whether it's from a candidate's background, appearance, or even their communication style. Prejudging can lead to unfair assessments, which is why it's important to rely on facts and the candidate's actual qualifications and experiences.

By focusing on **objective criteria**, like skills, competencies, and relevant experiences, we can ensure that every candidate is given a fair opportunity, making the interview process both ethical and effective. Avoiding assumptions and relying on measurable evidence will help create a more inclusive, fair, and successful recruitment process.

Here are the different **styles of interviewing** that you can use to help you to interview your candidate effectively and fairly.

> **Competency-based interviews** help you assess whether a candidate has the specific skills and abilities required for the role.

Tailor Your Questions to Specific Competencies: After reviewing the candidate's CV and LinkedIn profile, identify the key competencies relevant to the role (e.g. leadership, problem-solving, teamwork).

For example, if the candidate has led teams in previous roles, a competency-based question could be: "Tell me about a time when you led a team through a challenging project. What strategies did you use to keep everyone aligned and motivated?"

Situation
Task
Action
Result

Evaluate Responses Using the STAR Method:

Encourage candidates to answer using the STAR technique. This structure helps you get clear, detailed examples of their competency in action.

➤ **Behavioural interviewing** is similar to competency-based interviewing but focuses more broadly on the candidate's past behaviours and how they handle specific situations.

Ask About Past Experiences: Based on the candidate's work history, ask questions that require them to reflect on how they approached past challenges.

For example: From your CV, I see that you've worked in fast-paced environments. Can you describe a time when you had to juggle multiple priorities? How did you manage your workload and what was the outcome?"

Follow Up for Depth: Use their responses to dig deeper. If they mention solving a problem, ask follow-up questions like, "What resources did you rely on, and how did you handle any setbacks?" This allows you to gauge their thought process and adaptability.

➤ **Situational interviews** are highly effective for assessing how a candidate might handle hypothetical challenges relevant to the role. These questions help you understand their problem-solving approach and decision-making process.

Present Hypothetical Scenarios: Tailor scenarios based on the role's challenges or key responsibilities. For instance, if the candidate is applying for a management position, you might ask: "Imagine that two of your team members are having a conflict that is affecting their performance. How would you approach this issue?"

Assess Their Thought Process: Situational questions don't just evaluate the final decision but how the candidate arrives at it. Be sure to ask, "What factors would you consider in making this decision, and how would you measure the success of your approach?" This provides insight into their critical thinking and emotional intelligence.

➤ **Strength-based interviews** focus on what a candidate enjoys doing and excels at, rather than just looking at their past performance. This helps you gauge not only their capabilities but their potential to thrive in your company.

Focus on Their Passions: Based on your research, identify areas where the candidate seems particularly passionate, and ask questions that tap into their strengths. For example: “Your profile highlights a number of projects where you’ve been involved in creative problem-solving. What aspects of your job do you find most fulfilling, and how do you apply your strengths in those areas?”

Gauge Motivation: This style helps assess long-term fit by understanding what drives the candidate. Ask: “Which parts of your current role give you the most energy? How do you see your strengths contributing to our team here?”

➤ **Technical and Role-Specific Interviewing**

For more technical or specialised roles, it’s essential to dig deeper into their specific expertise. You’ll want to ask tailored questions that allow the candidate to demonstrate their technical knowledge and problem-solving ability.

Ask Role-Specific Technical Questions: If the role requires specific technical skills, tailor your questions accordingly.

Test Their Problem-Solving Skills: Give them a relevant problem to solve during the interview to see how they approach technical challenges: “If you encountered a bug that was affecting a critical project, what would be your first steps to diagnose and resolve the issue?”

➤ **Competency-Based Questions:**

Focus on past experiences to evaluate key skills. Example: “Tell me about a time when you led a difficult project. How did you manage it?”

Situational Questions: Pose hypothetical scenarios to assess decision-making and problem-solving abilities. Example: “If two team members had a conflict affecting work, how would you handle it?”

Strength-Based Questions: Understand what the candidate enjoys and excels at. Example: “What part of your current role energises you the most?”

Cultural Fit: Explore whether their values align with your team and company. Example: “What type of work environment do you thrive in?”

> Post Interview

> **Review Your Notes and Impressions Immediately** after the interview, take a few moments to reflect on the candidate's performance while it's still fresh in your mind.

Evaluate Key Criteria: Compare the candidate's responses against the job requirements and competencies. Did they demonstrate the skills you need? Were they able to provide clear, relevant examples?

Consider Cultural Fit: Reflect on how well the candidate's values, work style, and personality align with your company culture. Will they integrate well into the team?

Note Strengths and Areas for Growth: Highlight where the candidate excelled and any potential gaps in experience or skills.

> **Gather Feedback from Other Interviewers** If the candidate interviewed with multiple team members, gather feedback from each person involved. This collective assessment can provide different perspectives on the candidate's fit for the role. **Compare Responses:** Were there any discrepancies in how the candidate answered different questions? This can provide further insight into their adaptability and consistency.

> Rank Candidates Against the Role Requirements

After reviewing your notes and feedback, start ranking candidates based on how well they match the role's essential skills, experience, and cultural fit.

> Post-Interview Administration and Decisions

Give **feedback** to your candidates as soon as possible to leave them with a good overall impression about the interview process and how they were treated. It's equally important for candidates who aren't successful. Informing candidates of your decision and giving them constructive feedback helps to create a **positive perception** of the company and improves your employer brand.

Remember if you do not treat candidates **fairly** it could result in legal action being taken against your organisation. Making timely decisions are an important part of the process; candidates will be keen to hear the outcome of the interview as soon as possible. It is advisable to put all correspondence in writing; this not only creates a good impression but ensures the process runs smoothly.

Recruitment should not only be viewed as a process to fill an immediate vacancy, but also as part of your organisation's wider public relations. It could be that you may wish to recruit some of the 'unsuccessful' applicants in the future.

After the interview make sure you either send a notice of rejection or an offer of employment to all the applicants. This is also a good way to get feedback from people who have been through your interview process. More recently there is a tendency to let candidates know when confirming receipt of their applications that, if they do not hear from the employer for a period of time, they can assume that they have not been successful. However, this can alienate applicants and may devalue your employer brand and reduce the success of future recruitment campaigns.

“

**An interview isn't just about assessing skills
it's an opportunity to uncover potential, understand
values, and determine the right fit for your team.**

”



Making an Offer of Employment

Confirm Candidate Selection Internally

Before extending an offer, ensure all internal approvals are in place. Confirm with hiring managers and HR that the selected candidate meets job criteria and that salary and benefits are agreed upon. A competitive offer package is crucial for attracting top talent.

Timing is Key

Once the final candidate is chosen, promptly deliver the offer via a telephone call, followed by a formal offer letter. Quick action maintains momentum and reduces the risk of the candidate considering other opportunities. Keep all communication on record.

> Components of a Job Offer Letter

Include the following information in your offer of employment:

- **Job Title:** Clearly state the position.
- **Hours:** Outline expected working hours.
- **Terms of Employment:** Refer to the attached contract or handbook for full details.
- **Specific Negotiations:** Clearly outline any specific terms negotiated prior to acceptance.
- **Conditions:** State any conditions such as satisfactory references.
- **Acceptance Request:** Ask the candidate to confirm their acceptance in writing, including their availability to start.

Use your offer letter to represent the contractual terms of employment. Ensure that all legally required information is included. If a full contract will follow, include a condition stating that the contract must be signed for the offer to become binding. This helps prevent misunderstandings, especially if terms may change during negotiations.

> Personal and Professional Communication

After sending the offer letter, follow up with a phone call to express enthusiasm and answer any questions. This personal touch can significantly impact the candidate's decision.

> Follow Up for Acceptance

Set a clear deadline for acceptance—typically 3-7 days. Stay engaged by offering to address any concerns.



> Crafting a Rejection Letter

Key Components

- **Greeting:** Address the candidate by name.
- **Acknowledgment:** Thank them for their time and interest.
- **Reasoning:** Briefly explain the decision, focusing on the fit for the role.
- **Encouragement:** Suggest they apply for future opportunities and express appreciation for their effort.
- **Closing:** Wish them success in their job search.

Timeliness is Important

Send rejection letters promptly, ideally within a few days. Quick feedback helps candidates move on.

Rejection via Email or Phone

For earlier-stage rejections, a brief email is acceptable. For final interview candidates, a phone call followed by a written letter is more respectful.

Providing Constructive Feedback (Optional)

If requested, offer brief, constructive feedback without delving into subjective traits to avoid potential legal issues.

> Stay Engaged for Future Opportunities

If requested, offer brief, constructive feedback without delving into subjective traits to avoid potential legal issues.

Identifying Strong Candidates

Keep the details of promising candidates on file for future roles, with their consent. This creates a talent pipeline.

Keeping Candidates Engaged

Notify strong candidates of potential future roles and encourage them to apply again.

Personalised Rejections

For valued candidates, send a more personalized rejection or make a follow-up call to express appreciation and keep the relationship positive.

Follow-Up Opportunities

Consider reaching out when new roles open that suit previously rejected candidates, turning past "no's" into future hires.

Post Offer References

Employers typically request references after making an offer, as many candidates wish to keep their job search discreet. There's no legal obligation to provide references unless contractually required or if refusing could be seen as discriminatory. References may often be basic or follow standard formats, making them less informative.

When requesting references, provide a copy of the job description to help the referee give relevant feedback. Offers are usually conditional on receiving satisfactory references, allowing employers to withdraw offers if needed. However, if you don't state this condition, withdrawing may lead to contractual obligations.

Offers of Employment

When extending an employment offer, it's wise to make it subject to conditions like acceptable references, medical exams, and proof of qualifications. These conditions should be clearly stated in the offer letter. If not met, the employer isn't obligated to honor the offer, but care should be taken to avoid unlawful reasons for withdrawal.

Contracts of Employment

Employers must provide a statement of key employment terms within two months of the employee starting. It's best to provide this statement as soon as possible, but a more detailed contract should be used from the outset.

Contracts should be finalized once all terms are agreed upon, as withdrawing after acceptance could incur notice pay.

Induction and Probationary Periods

Many contracts include a probationary period. It's essential to clearly outline how this will work and to schedule a performance review at the end. This period allows for contract termination, but discrimination claims can still arise, so set clear objectives for evaluation.

An effective induction helps new employees acclimate and should include 1-2 days of essential information about their role, company culture, and introductions to colleagues. Provide an induction form for tracking important details.

Following the induction, managers should continue offering support throughout the probation period. This ongoing guidance is crucial in a competitive recruitment market, as inadequate support may lead new employees to consider other offers.





Thank you for taking the time to read this toolkit. If you have found this toolkit useful you may want to consider requesting our Recruitment Toolkit sample documents.

For Part 2 of this document Recruitment Toolkit sample documents email: emma@appointmentspersonnel.co.uk

Other useful sources are:

Business Link www.businesslink.gov.uk

ACAS www.acas.org.uk

Department of Work & Pensions www.dwp.gov.uk

Kerry and Emma

Kerry Bonfiglio-Bains - **Founder**

Emma Bonfiglio – **Managing Director**

If you have any questions,
give us a call on **01782 338787**

appointments.
Recruitment. It's in our DNA



Disclaimer

This guide is for general information only and should not be relied upon as professional or legal advice. Readers should verify its contents independently and use their judgment before adopting any suggestions. Appointments Personnel accepts no liability for actions taken based on this guide.
Copyright 2024 © Appointments Personnel Ltd All rights reserved.